

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with**

**ZIMBABWE OPEN UNIVERSITY**

**BACHELOR OF COMMERCE HUMAN RESOURCE MANAGEMENT and**

**INDUSTRIAL RELATIONS**

**LEADERSHIP IN ORGANISATIONS**

**LO 222**

**SPECIAL EXAMINATION**

**Marks – 100**

**Instructions:**

1. The examination consists of **Four** sections: A, B, C and D
2. Begin each answer to a new question on a new page
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write legibly in grammatical English.

SECTION A MULTIPLE CHOICE QUESTIONS

[25 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best answer from the alternatives given.

1. People's beliefs about their work influences motivation. These beliefs can be broken down into the following:
  - a) Expectancy, instrumentality, valence.
  - b) Motivation, perception, values.
  - c) Positive, success, values.
  - d) Likelihood, performance, outcomes.
  
2. \_\_\_\_\_ culture denotes how shared meanings and behaviour patterns come into being, are sustained and change.
  - a) Leadership.
  - b) Behaviour.
  - c) Organisational.
  - d) Management.
  
3. The following are factors to be considered when facilitating an organisation's learning capabilities except \_\_\_\_\_.
  - a) Scanning imperative
  - b) Continuous education
  - c) Multiple advocates
  - d) External forces

4. External forces for change do not involve \_\_\_\_\_.
- a) Technological advancement
  - b) Management decisions
  - c) Social and political pressures
  - d) Technological advancement
5. Social and economic pressures do not deal with \_\_\_\_\_.
- a) War
  - b) Values
  - c) Leadership pressures
  - d) Recession
6. HR problems and Management decisions are \_\_\_\_\_ forces for change.
- a) Internal.
  - b) External.
  - c) Promotional.
  - d) Marketing.
7. \_\_\_\_\_ says there will be job security. You will be by us as long as you add value to the organisation, and you are continuously responsible for finding ways to add value.
- a) Culture.
  - b) Change.
  - c) Organisational behaviour.
  - d) The new psychological contract.

8. All of these are directly or indirectly costly to the organisation except\_\_\_\_\_.
- a) Higher turnover
  - b) Higher absenteeism
  - c) Productive employees
  - d) strikes
9. What is physical power?
- a) this is the power of superior force, that of a tyrant or commander of the army.
  - b) Power derived from political will.
  - c) Elected leadership to be on power.
  - d) Power managers have over employees.
10. Alderfer's theory is useful in helping us see the different categories of needs that people have such as \_\_\_\_\_.
- a) Existence, Growth, Relatedness.
  - b) Existence, Growth, Values.
  - c) Achievement, Affiliation, Power.
  - d) Growth, Values, Power.
11. What is meant by politics?
- a) Conducting general elections after every 5 years.
  - b) The management of influence to obtain ends not sanctioned by the organisation.
  - c) Having leaders who are rich.
  - d) Forming unions to represent employees.
12. Empowerment may fail for any one of the following reasons, excluding\_\_\_\_\_.

- a) Fear of losing control.
- b) Fear of becoming redundant or having no purpose.
- c) Encouraging people to take personal responsibility for their work.
- d) Pressure from the manager's boss to be aware of every single detail.

13. What is delegation?

- a) Giving your employees bonuses at the end of the year.
- b) Making sure you employ qualified employees in your organisation.
- c) Improving weaknesses that hinder the growth of the company
- d) Letting someone else make decisions you normally make.

14. A \_\_\_\_\_ is one that proactively creates, acquires, and transfers knowledge and that changes its behaviour on the basis of new knowledge and insights.

- a) Changing organisation.
- b) Growing organisation.
- c) Learning organisation
- d) Psychological contract.

15. Which of the following is correct when setting goals?

- a) Challenging, attainable, specific, quantifiable, measurable.
- b) Acceptable to the employee, attainable, specific, quantifiable, measurable.
- c) Hectic, attainable, specific, quantifiable, immeasurable.
- d) Specific, quantifiable, measurable.

16. The following are the four (4) overt methods of influence except \_\_\_\_\_.
- a) Force, exchange, rules and procedures, persuasion.
  - b) Power, leadership, management, persuasion.
  - c) Legitimate power, coercive power, expert power and reward power.
  - d) Strategy, Influence, Tactics and Management.
17. Which of the following is not one of Luthan's political strategies?
- a) Taking counsel.
  - b) Exhibiting confidence.
  - c) Developing expertise
  - d) Inspirational appeals.
18. Coaching can be defined as \_\_\_\_\_.
- a) Providing practical tips on how to accomplish objectives and achieve recognition.
  - b) Pairing a junior manager with key executives who can provide opportunities.
  - c) Shielding a junior manager from potentially harmful situations or senior managers.
  - d) Actively nominating a junior manager for promotions and desirable.
19. Which of the following is not part of Psychosocial functions?
- a) Acceptance and confirmation.
  - b) Role modelling.
  - c) Friendship.
  - d) Exposure and visibility.

20. \_\_\_\_\_ involves dialogue, which literally speaks of shared meaning\_\_\_\_\_.
- a) Empowerment
  - b) Friendship
  - c) Effective Communication
  - d) Mentoring
21. The following are advantages of networking except \_\_\_\_\_.
- a) Networking creates a support group.
  - b) Networking is a strategic investment of executive time.
  - c) Knowledge gained creates knowledge leadership.
  - d) Networking does not nurture relationships.
22. Which of the following is not a characteristic of learning organisations?
- a) New ideas.
  - b) New knowledge transferred throughout the organisation.
  - c) Behaviour change.
  - d) Psychological contract.
23. Which one of the following is not correct about managers?
- a) Managers plan and budget.
  - b) Managers are involved with problem solving and controlling.
  - c) Managers establish direction.
  - d) Managers are involved with organising and staffing.



24. To motivate workers, managers must know the behaviours they want to motivate people to exhibit. Which one of the following is not one of such behaviours?

- a) Remain in the organisation.
- b) Exhibit good citizenship
- c) Come to work regularly
- d) Exit the organisation

25. Which of the following statement is not correct?

- a) People are motivated to do work for which they are held responsible.
- b) People are motivated to do work if they are not assessed
- c) People are motivated to do work if a deadline is put.
- d) People are motivated to do work if they are recognised.

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**SECTION B: True / false questions. [10 MARKS]**

**Answer all questions. Each question carries one (1) mark.**

**State whether each of the following is True or False.**

1. Organisations are composed of coalitions which compete with one another for resources and influence.
2. Various coalitions will seek to protect their interests and positions of influence.
3. The equal distribution of power itself has dehumanising effects.
4. The exercise of power within organisations is one very crucial aspect of the exercise of power within the larger social system.
5. Once a need is satisfied, it will still remain a powerful motivator.
6. Valence is not the value the outcome holds for the person contemplating it.
7. Managers often have resource power to the extent that they can give subordinates wage increases and promotions.
8. For an organisation to effectively develop leaders, it is important that an environment is created where such leaders can be developed.
9. Empowering means giving power, not just to do things but also to participate in major decisions and to be treated more as a partner.
10. Negative feedback will not show you what to focus on to develop yourself.

**SECTION C: Short answer questions. [15 MARKS]**

Answer all questions.

**QUESTION 1**

- a) Results can manifest in 4 categories. Mention them: **(4 marks)**
- b) McClelland's theory mentions three (3) aspects that primarily motivates one's followers:  
Mention them. **(3 marks)**
- c) Define the following.
- i) Mentoring. **(2 marks)**
  - ii) Role modelling. **(2 marks)**
  - iii) Counselling. **(2 marks)**
- d) Mention any two (2) qualities of a creative person. **(2 marks)**

**SECTION D: Essay-type questions. [50 MARKS]**

Answer any 2 questions from this section.

Read the following case study and then answer the questions below.  
(25)

### ORGANISATIONAL BEHAVIOUR/CULTURE

Organisational behaviour studies the impact individuals, groups, and structures have on human behaviour within organisations. It is an interdisciplinary field that includes sociology, psychology, communication, and management. Organisational behaviour complements organisational theory, which focuses on organisational and intra-organisational topics, and complements human-resource studies, which is more focused on everyday business practices.

Organisational studies encompass the study of organisations from multiple perspectives, methods, and levels of analysis. "Micro" organisational behaviour refers to individual and group dynamics in organisations. "Macro" strategic management and organisational theory studies whole organisations and industries, especially how they adapt, and the strategies, structures, and contingencies that guide them. Some scholars also include the categories of "meso"-scale structures, involving power, culture, and the networks of individuals in organisations, and "field"-level analysis, which studies how entire populations of organisations interact.

Many factors come into play whenever people interact in organisations. Modern organisational studies attempt to understand and model these factors. Organisational studies seek to control, predict, and explain. Organisational behaviour can play a major role in organisational development, enhancing overall organisational performance, as well as also enhancing individual and group performance, satisfaction, and commitment.

Organisational behaviour is particularly relevant in the field of management due to the fact that it encompasses many of the issues managers face on a daily basis. Concepts such as leadership, decision-making, team building, motivation, and job satisfaction are all facets of organisational behaviour and responsibilities of management. Understanding not only how to delegate tasks and

organize resources but also how to analyze behaviour and motivate productivity is critical for success in management.

Organisational behaviour also deals heavily in culture. Company or corporate culture is difficult to define but is extremely relevant to how organisations behave. A Wall Street stock-trading company, for example, will have a dramatically different work culture than an academic department at a university. Understanding and defining these work cultures and the behavioural implications they embed organisationally is also a central topic in organisational behaviour.

- a) Define meso-scale cultures. **(2 marks)**
- b) Outline the three (3) sources of culture. **(3 marks)**
- c) Explain why organisational behaviour is relevant in the field of organisational development? **(5 marks)**
- e) Evaluate the three (3) perspectives that explain the type of cultures which enhance an organisation's financial performance. **(15 marks)**

**QUESTION 2**

**(25 marks)**

**Read the following case study and then answer the questions below.**

**THE SOURCES OF POWER**

Everyone has power and I don't believe that power is a bad thing. The issue becomes what kind of power a person has and how someone uses that power. Power is often defined as the capacity to influence others' behavior, to get others to do what challengers want, rather than what the initial parties themselves want. It is, however, important to recognize that change can be within rather than without, or that it may be a combination of the two.

Leadership behavior and membership behavior are synonymous with behavior that contributes to group performance and takes into account the use of power within the group. Taking into account the power of the group involves the leader's participating in a social purpose partnership in which the leader works with multiple stakeholders in the group to create a common goal or purpose.

Power is wielded by people or groups by way of 'episodic' or 'sovereign' acts of domination or coercion, seeing it instead as dispersed and pervasive. 'Power is everywhere' and 'comes from everywhere' so in this sense is neither an agency nor a structure. Instead it is a kind of 'metapower' or 'regime of truth' that pervades society, and which is in constant flux and negotiation.

Power is constituted through accepted forms of knowledge, scientific understanding and 'truth': Truth is a thing of this world: it is produced only by virtue of multiple forms of constraint. And it induces regular effects of power. Each society has its regime of truth, its "general politics" of truth: that is, the types of discourse which it accepts and makes function as true; the mechanisms and instances which enable one to distinguish true and false statements, the means by which each

is sanctioned; the techniques and procedures accorded value in the acquisition of truth; the status of those who are charged with saying what counts as true'.

Power defines fields of possibility. It facilitates and constrains social action. Its mechanisms consist in laws, rules, norms, customs, social identities, and standards that constrain and enable inter- and intra-subjective action. Freedom enables actors to participate effectively in shaping the boundaries that define for them the field of what is possible' rather than worrying about who has or does not have power. Power imbalances are more complex than first meets the eye, are always present, and are not necessarily adjusted satisfactorily by switching to another procedure. The power of the individual and the coordinated power of the groupings of individuals can be recognized and used for fostering change in the community. By recognizing local power, it can be used to help community action and local leadership capacities to emerge.

Discuss any five (5) sources of power.

**(25 marks)**

Read the following case study and then answer the questions below.

## **EFFECTIVE COMMUNICATION**

### **(Improving Communication Skills in Business and Relationships)**

Effective communication helps us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish. As simple as communication seems, much of what we try to communicate to others and what others try to communicate to us gets misunderstood, which can cause conflict and frustration in personal and professional relationships. By learning these effective communication skills, you can better connect with your spouse, kids, friends, and coworkers.

In the information age, we have to send, receive, and process huge numbers of messages every day. But effective communication is about more than just exchanging information; it's also about understanding the emotion behind the information. Effective communication can improve relationships at home, work, and in social situations by deepening your connections to others and improving teamwork, decision-making, and problem solving. It enables you to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including nonverbal communication, attentive listening, the ability to manage stress in the moment, and the capacity to recognize and understand your own emotions and those of the person you're communicating with.

While effective communication is a learned skill, it is more effective when it's spontaneous rather than formulaic. A speech that is read, for example, rarely has the same impact as a speech that's delivered (or appears to be delivered) spontaneously. Of course, it takes time and effort to

develop these skills and become an effective communicator. The more effort and practice you put in, the more instinctive and spontaneous your communication skills will become.

Listening is one of the most important aspects of effective communication. Successful listening means not just understanding the words or the information being communicated, but also understanding how the speaker feels about what they're communicating.

Effective listening can:

- Make the speaker feel heard and understood, which can help build a stronger, deeper connection between you.
- Create an environment where everyone feels safe to express ideas, opinions, and feelings, or plan and problem solve in creative ways.
- Save time by helping clarify information, avoid conflicts and misunderstandings.
- Relieve negative emotions. When emotions are running high, if the speaker feels that he or she has been truly heard, it can help to calm them down, relieve negative feelings, and allow for real understanding or problem solving to begin.

a) Outline any four barriers to effective listening.

**(4 marks)**

b) Discuss seven (7) steps to effective communication.

**(21 marks)**

**END OF THE EXAMINATION**